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Operational activities for development segment

Summary record of the 14th meeting
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President: Mr. Palma Cerna (Vice-President) ..... (Honduras)

Contents

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*)

(b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (*continued*)

(c) South-South cooperation for development (*continued*)

General discussion

Closing of the segment

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Palma Cerna (Honduras), Vice-President, took the Chair.

The meeting was called to order at 3.05 p.m.

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (A/71/63-E/2016/8) (*continued*)

(b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (E/2015/34/Rev.1, E/2015/35, E/2016/4, E/2016/14 and E/2016/36) (*continued*)

(c) South-South cooperation for development (*continued*)

General discussion

1. **Mr. Castañeda Solares** (Guatemala) said that 2016 was an exceptionally important year for the United Nations and its Member States to work towards its goals of transforming societies, improving economies and preserving the environment. The new global development agenda presented significant challenges to the United Nations development system, however. It would be necessary to adapt the system to the new demands of the universal and integrated 2030 Agenda for Sustainable Development. His delegation welcomed the appointment of the independent team of advisors as part of the dialogue on the longer-term positioning of the United Nations development system in the context of the 2030 Agenda for Sustainable Development.

2. The next cycle of the quadrennial comprehensive policy review should adopt a resolution defining operational activities in the context of the new 2030 Agenda. Each Member State must assume responsibility for making the work of the Economic and Social Council more effective, bearing in mind the unique role played by the United Nations in promoting sustainable development, international cooperation, respect for human rights and humanitarian assistance.

3. His delegation would actively work to strengthen the development pillar of the United Nations in the context of the high-level political forum and the quadrennial review.

4. **Mr. Lupan** (Republic of Moldova) said that the operational activities for development segment could provide important input to the ongoing discussions on longer-term positioning of the United Nations development system. It was necessary to consider how best to implement the 2030 Agenda by combining existing expertise and innovative approaches. The new agenda should focus on improving the translation of the global normative framework into national policy frameworks, in particular for developing countries. The expertise and experience of the United Nations in developing and aligning national policies to international standards was important to ensure the integration of the Sustainable Development Goals into national policy frameworks in all countries.

5. All dimensions of sustainable development must be integrated at all stages of policymaking with greater coherence across sectoral policies. The expertise of the United Nations in aligning policies would be critical for Governments to ensure consistency and synergy among policies from different fields while implementing the 2030 Agenda.

6. The transformative agenda required upgraded, innovative and integrated institutions and capacities that were well aligned with development priorities and planning processes at the national and subnational levels. National capacities and institutions should be further consolidated for the effective implementation of the 2030 Agenda. The United Nations should play an important role in providing support and consolidating capacities for data collection, analysis and interpretation, and in review and evaluation processes. Good quality data would enable Governments to see the state of play in all dimensions of sustainable development and develop evidence-based policies to reach all social groups and ensure the achievement of the Sustainable Development Goals.

7. As the 2030 Agenda would require stronger partnerships among various stakeholders, the United Nations development system must support Governments by facilitating partnerships with civil society, academia, the private sector and other relevant actors. The development system must be action-oriented and operate in a coherent and coordinated

manner. As all Governments would not have the ability to implement the Sustainable Development Goals at the same speed, it fell to the United Nations development system to coordinate in such a manner as to ensure that no one felt left behind.

8. **Mr. Sandoval Mendiolea** (Mexico) said that 2015 was a landmark year for the development roadmap, with global agreements signed in Sendai, Addis Ababa, New York and Paris. Those agreements required joint action and efforts from all countries and international organizations to eradicate poverty and achieve sustainable development in all its social, economic and environmental dimensions. The new multidimensional vision of development required new forms of coordination and cooperation, and its universal, integrated and inclusive nature would not permit business as usual.

9. The successful implementation of the 2030 Agenda would require more effective linkages across the activities of the United Nations development system. The system should also promote dialogue between its agencies, funds and programmes to ensure coherence. His delegation welcomed the efforts that had been made to strengthen cooperation between the development system and regional and subregional organizations. The "Delivering as one" approach was an important tool to strengthen the development system, as it encouraged the standardization of goals and strategies and helped to align activities for development in terms of resources, plans, goals and indicators.

10. In order for country offices to obtain better results and have greater impact, it was necessary to enhance coordination between the different actors involved in the implementation of development strategies, including Governments, United Nations agencies, the private sector and civil society, to avoid duplicating efforts and wasting human and financial resources.

11. Oversight policies would also be important to strengthen evaluation, audit, transparency and accountability structures and components to minimize waste, resource scattering and corruption. The United Nations development system must build and strengthen its capacities in terms of human and technical resources for the effective design and implementation of programmes, actions and policies in support of the 2030 Agenda. It must also focus on particularly vulnerable communities, including those that were remote and most exposed to natural disasters.

12. As financing continued to be a challenge, efforts at fundraising and diversifying funding sources must be strengthened. Partnerships must be established with the private sector, academic and philanthropic organizations, among others, to supplement the resources provided by each agency's central budget and guarantee sufficient means of implementation and funding to help countries build capacity and become resilient and sustainable, especially least developed countries. The United Nations development system must encourage South-South and triangular cooperation to mobilize more resources for the implementation of the 2030 Agenda.

13. His delegation emphasized the importance of the development system for middle-income countries in the fight against poverty. The development system must go beyond per capita income as an indicator to determine the allocation of resources in the context of operational activities for development and establish new qualitative and multidimensional criteria to recognize the fact that middle-income countries still needed international cooperation for development.

14. **Mr. Narang** (India) said that the debate regarding the operational activities of the United Nations development system was crucial in terms of the implementation of the 2030 Agenda. In the transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals, the 2030 Agenda presented a meta-template for development with tangible implications for the delivery of developmental interventions by the United Nations system. The 2030 Agenda broke with the past by moving from short to long-term solutions and from silos to integration. It was therefore imperative to carefully evaluate the functions and activities of the development system in light of the new universal and integrated agenda and its ability to be fit for purpose and leave no one behind. However, his delegation did not believe that there existed a common understanding of how the development system should function. He wondered how the system could deliver on a universal agenda while being dominated by donor-centric issues. It was necessary to reconcile its broad strategic direction with national priorities. In addition, it was unclear how the development system could address such issues as consumption patterns in developed countries. Integration should become a reality without sacrificing

domain competence and focused delivery. It was also not clear what it meant for the system to be "fit for purpose".

15. In rethinking its role, the United Nations development system must not slacken its focus on the poorest and most vulnerable. While remarkable progress had been made over the previous 70 years, the eradication of poverty remained the major unfinished business of the twentieth century and the most important unfulfilled objective of the United Nations. Operational activities for development must therefore maintain an unrelenting focus on poverty eradication, including in the upcoming quadrennial review. The development system must attack poverty directly by addressing the drivers of development in developing countries, by enabling inclusive job-rich growth, infrastructure creation, industrial development and innovation, while addressing health, education, sanitation and women's empowerment.

16. While support for urgent humanitarian activities should be enhanced, that should not come at the cost of redoubled focus on promoting growth and development and ending poverty: in other words, in creating the conditions that reduced the chances of humanitarian crises in the first place. As a result, his delegation was carefully assessing proposals that encouraged bridging the humanitarian-development divide.

17. A universal yet differentiated agenda should not mean a one-size-fits-all approach. The implementation of the Sustainable Development Goals must take into account the different starting points and circumstances of countries. The operational activities of the United Nations development system must also be responsive to and closely aligned with national development plans. Externally imposed prescriptions should be avoided and national policy space respected. The fundamental principles of national ownership and leadership and deference to national development priorities must be the pivots around which development interventions were designed and implemented.

18. The imbalance between core and non-core funding was an important issue that merited careful consideration in the 2016 quadrennial comprehensive policy review. An integrated agenda could not have a balanced implementation if its funding structures responded to selective donor priorities. To achieve universality, it was also necessary to address the imbalance in the representation of developing and developed countries in the governance structures of United Nations funds and programmes.

19. **Mr. Salam** (Lebanon) said that the 2030 Agenda contained a comprehensive, ambitious and people-centred set of universal and transformative sustainable development goals and targets, and moreover identified numerous challenges facing the world. The Agenda provided Governments, particularly in the developing world, with a global framework that integrated the economic, social and environmental dimensions of sustainable development, based on which they could identify their own national priorities and goals. The 2030 Agenda would moreover require the United Nations development system to play a greater role in supporting developing countries and creating an enabling environment at all levels for successful agenda implementation and follow-up.

20. Poverty eradication remained the biggest global challenge and an indispensable requirement for sustainable development in developing countries. The funds, programmes and specialized agencies of the United Nations development system should enhance their efforts to integrate poverty eradication into their strategic plans.

21. As the nature and quality of funding that the development system received affected its functioning, his delegation expressed concern regarding the growing imbalance between core and non-core funding for operational activities for development, which led to an increase in transaction costs, fragmentation, competition and overlap among United Nations entities, and restricted their ability to align their functions and strategies with the national priorities and plans of programme countries. Despite difficulties in mobilizing a larger share for core resources, more efforts should be exerted to convince donors, including non-State actors, to participate in pooled funding and provide more flexible, predictable and unearmarked non-core contributions.

22. The integrated 2030 Agenda would require more coordinated and coherent work across development entities to achieve a common approach to planning, programming, implementation, monitoring and reporting, complemented by more flexible and predictable donor funding. At the country level, that could be achieved through a more coherent and integrated United Nations Development Assistance

Framework (UNDAF), closely aligned with national plans and strategies and supplemented with improved regular reporting by United Nations entities to Governments regarding implementation. An enhanced and more diversified resident coordinator system would improve the effectiveness of operational activities for development. The adoption of results-based management by United Nations entities would only lead to long-term effectiveness if it was complemented with increased statistical capacity-building in programme countries.

23. In order to successfully implement the 2030 Agenda, it was necessary to go beyond mere statistical capacity-building for data collection and analysis and also work on technology facilitation, development planning, implementation, reporting, monitoring and evaluation.

24. Current humanitarian crises, including those triggered by conflict and natural disasters, transcended borders and left tens of millions of people forcibly displaced. In addition, they placed immense social, demographic, environmental and economic pressure on host communities, exacerbating vulnerabilities, overstretching limited resources and basic services, aggravating unemployment and negatively impacting stability and security. It was urgent for the different entities of the United Nations system to cooperate to address such complex situations in a coherent, comprehensive manner that combined the development and humanitarian pillars.

25. There had been encouraging attempts at dealing with the adverse impact of more than 1.2 million Syrian refugees in Lebanon. In cooperation with United Nations agencies and programmes, his Government had developed crisis response plans that aimed at integrating the humanitarian and stabilization responses to the refugee crisis through the provision of humanitarian assistance to refugees and investment in services, economies and institutions reaching the most vulnerable host communities. The success of those crisis response plans would depend largely on the timely, comprehensive and appropriate provision of funds by international partners.

26. His delegation commended the appointment of the independent team of advisors as part of the dialogue on the longer-term positioning of the United Nations development system in the context of the 2030 Agenda.

27. **Mr. Jürgenson** (Estonia) said that the implementation of the universal 2030 Agenda required action on all levels, including reviewing planning, policies and previous approaches, finding innovative solutions, forming strong partnerships and developing intersectoral cooperation. The most significant challenge was integrating development, humanitarian and peacebuilding activities, especially in fragile and conflict-affected countries. Instruments should be developed to support more coherent action across all three pillars.

28. The role of the United Nations development system was unique in supporting countries to achieve the Sustainable Development Goals. As it was essential to foster inter-agency collaboration and build stronger synergies between the different functions of the development system, reduce duplications and increase cross-effectiveness, it was necessary to reconsider the mandate, functions, governance structures and financing of the system while building on existing structures and practices that had already proven effective.

29. The activities of the development system must be aligned with the sustainable development strategies of programme countries. Capacity-building for national development planning, data collection and analysis and reporting should become a key function of the United Nations development system. The development system must foster partnerships as well as South-South and triangular cooperation. The authority of resident coordinators should be further strengthened to develop the best models and methods for local contexts. Both the "Delivering as one" approach and the standard operating procedures had been effective in promoting system-wide coherence and should therefore be reinforced.

30. With regard to the current imbalance between core and non-core resources, his delegation acknowledged that from a donor's perspective there were some positive aspects to the bilateralization of multilateral aid; however, the international community should work towards reducing assistance earmarking. Funding for the development system must be stable, flexible and predictable. The donor base must be broadened and innovative financing opportunities explored, including resources from non-traditional donors, partnerships, multi-partner trust funds, domestic resource mobilization and pooled funding.

31. The Economic and Social Council should play a stronger role in enhancing the coordination of the United Nations development system, while the high-level political forum should perform the main monitoring and reviewing functions with regard to the Sustainable Development Goals at the global level.

32. **Mr. Holovka** (Republic of Serbia) said that the objective of the 2030 Agenda was to eradicate extreme poverty, mitigate climate change and achieve a sustainable planet through growth, employment, gender equality, the reduction of inequality and the attainment of peaceful and inclusive societies incorporating justice for all. While countries were responsible for their own development, it was evident that the ambitious, transformative and universal Sustainable Development Goals could not be implemented by Governments alone. The comprehensive drive to eliminate extreme poverty and substantially reduce relative poverty by 2030, as well as to ensure gender equality, the empowerment of women and inclusive and equitable education for all, could only be achieved through joint efforts by all segments of society. Consequently, the ambitious and transformative goals and targets of the 2030 Agenda required a revitalized and enhanced global partnership that brought together Governments, civil society, the private sector and the United Nations. The United Nations development system should focus on the implementation and monitoring of the Sustainable Development Goals. As disaster risk reduction, the implementation of the Sustainable Development Goals, climate change and humanitarian relief were all interdependent issues, the development system and its operational activities for development must address them in a coherent and integrated manner.

33. His Government had established an inter-ministerial working group in 2015 to monitor and examine the achievement of the Sustainable Development Goals and adapt them to national circumstances. The group would cooperate closely with the United Nations country team to implement the Goals and to define and develop national statistical indicators. His Government would sign a new UNDAF with the country team for the period 2016–2020 that was closely aligned, synchronized and harmonized with the 2030 Agenda. The UNDAF consisted of five pillars and nine outcomes encompassing good governance and rule of law, the development of social and human resources, economic development, growth and employment, protection of the environment, climate change, resilient communities, culture and development.

34. In the post-2015 context, joint and coordinated responses to capacity-building needs were more necessary than ever before. The United Nations development system must critically review its internal capacities. A common approach to support the development of functional capacities must be combined with a customized approach to support technical sector capacities by United Nations entities.

35. As a middle-income country in transition on the path to accede to the European Union, Serbia was ready to work closely with the United Nations country team and other agencies and funds. It was fully committed to the implementation of the Sustainable Development Goals and supported the important role of the Economic and Social Council in that regard.

36. **Mr. Meza-Cuadra** (Peru) said that it was crucial to ensure the legitimacy and efficiency of the United Nations development system by aligning operational activities for development with the new universal and integrated 2030 Agenda. Fragmented approaches and bureaucratic inertia must be overcome at all levels of implementation. The comprehensive review of operational activities must stress the importance of system-wide strategic planning, implementation and reporting in order to ensure coherent and integrated support to the implementation of the new 2030 Agenda.

37. In a world where more than 70 per cent of the global poor lived in middle-income countries, the unique challenges faced by those countries must be addressed. It was necessary to fight the structural causes of poverty independently of how people and countries were categorized by income. The Addis Ababa Action Agenda had urged the United Nations development system to develop transparent measures to evaluate progress towards sustainable development that went beyond per capita income and were based on existing initiatives. Those measures should recognize poverty in all of its forms and dimensions, and the social, economic and environmental dimensions of domestic output and structural gaps at all levels.

38. It was necessary to promote transparent and efficient multi-stakeholder approaches to the financing and implementation of operational activities for development in the framework of a renewed and

strengthened Global Partnership for Sustainable Development.

39. His delegation expressed concern at the current state of funding for operational activities. In order for the United Nations development system to fulfil its important function, it was necessary to ensure a critical mass of core resources and improve the quality of non-core resources. The integrated and interdependent nature of the Sustainable Development Goals presented a chance to establish more flexible and predictable funding for development. The Millennium Development Goals Achievement Fund that had been established by Spain was a best practice that should be applied to the new Sustainable Development Goals.

40. Without prejudice to the further integration of operational activities for development with humanitarian and peacebuilding activities, it was important to distinguish contributions targeting operational activities related to humanitarian crises caused by conflict situations. While such actions were an urgent responsibility for the international community, their financing must be considered separately from the efforts of the United Nations development system to realize the 2030 Agenda.

41. His delegation expressed optimism regarding the improvement of operational activities for development and their financing, highlighting the results of the recent survey mentioned in the report of the Secretary-General revealing that a majority of participating countries preferred to receive international assistance through the United Nations development system.

42. **Mr. Sobral Duarte** (Brazil) said that the United Nations development system needed to be reformed so that it could support the implementation of the 2030 Agenda. International cooperation should henceforth be focused on supporting all countries in overcoming the root causes of under-development and unsustainable development, while giving priority to countries that had the greatest needs but also introducing changes in all societies, including developed ones. developed countries were not merely donors, they were also promoters of change in their development patterns. However, support should not be diverted from developing countries.

43. Some of the Sustainable Development Goals lent themselves to universal action to advance common objectives. For example, violence against women was a concern for both developing and developed countries. However, other Goals had never been dealt with in the way the 2030 Agenda articulated universally applicable targets. The promotion of peaceful and inclusive societies and the reduction of inequality within and among nations were universal challenges with no established universal partnerships for action and monitoring. A change of mindset was therefore required. The rejection of "business as usual" approaches should lead to concrete steps to address gaps and imbalances in the United Nations development system. Agencies should have access to predictable, comprehensive and increased funding and thereby strike a better balance between core and non-core resources, while ensuring better alignment with national development priorities.

44. The increasing prevalence of short-term, earmarked and fragmented funding had led to operational difficulties. That trend was a result of the lack of a long-term strategy. The time was ripe to redress that situation by better positioning the United Nations system for the implementation of the 2030 Agenda and strengthening the United Nations Office for South-South Cooperation. Reform of the United Nations development system could not happen overnight, but action had to begin immediately and be guided by a renewed long-term vision. It should build on what was working, on lessons learned and on incremental changes but it should also go beyond the comfort zone and take on unprecedented challenges. The long-term prospects must therefore go hand in hand with a sense of urgency in making the United Nations development system work.

45. Reform should involve seeking synergies between the development, peace and security, and human rights pillars of the United Nations, as well as bridging the silos between peace-building, humanitarian and development activities. All United Nations agencies should be commended for their efforts to improve the collective response to emergencies and save the lives of the most vulnerable, but the core of the development pillar should not be weakened by diverting resources from long-term sustainable development. Operational activities for development and the strengthening of the United Nations development system must be geared not only to building resilience that prevented conflict and protected societies in emergencies, but also to facing the historical challenge of sustainable development for all. Leaving no one behind was as much a commitment

to those facing the hardships of displacement, conflict and natural disasters, as to those who, although free from such crises, nonetheless had to deal with poverty and hunger.

46. **Mr. Cho** Yeongmoo (Republic of Korea) said that the transformative 2030 Agenda required changes to the United Nations system as a whole. A more integrated and coordinated approach was needed at all levels. Operational activities for development should be relevant, efficient and effective and build on the comparative advantages of the United Nations system, but the system had been fragmented and hindered by competition for funding, leading to high transaction costs and the absence of a clear collaborative framework. To remove silos and step up coordination, the "Delivering as one" approach should be reinforced by implementing reforms at the country and Headquarters levels. The resident coordinator system should have strengthened leadership, legitimacy and authority, with accountability mechanisms and adequate resources.

47. Regarding the system-wide strategy, the mandate of the Chief Executives Board for Coordination should be strengthened, under the oversight of the Economic and Social Council. His delegation also supported strengthened coordination and integration of the development, humanitarian and peace pillars of the United Nations system. The cross-cutting nature of the 2030 Agenda was reflected in policy reviews including the reports of the High-level Independent Panel on Peace Operations , the Advisory Group of Experts on the Review of the Peacebuilding Architecture, and the global study on the implementation of Security Council Resolution 1325 (2000) on women, peace and security. Those review processes and a number of internal exercises demonstrated the commitment of the United Nations to identifying opportunities to boost complementarities between United Nations system agencies and between the United Nations and Member States. However, much remained to be done to strengthen joint planning across existing programmes, mechanisms and structures.

48. **Mr. Muchka** (Czech Republic) said that fragmentation and duplication of work in the United Nations development system should be eliminated or at least reduced and tighter synergies should be explored between its normative and operational activities. The system should focus on the most vulnerable and increase investment in fighting inequalities. The cycle of poverty could be broken by providing equality in education.

49. More predictable funding would address the imbalance between core resources and non-core funding of operational activities. Furthermore, simplifying business practices would enable the resident coordinator system to achieve better results. The UNDAF should be guided by principles of national sovereignty and ownership. Since the main responsibility for implementing the Sustainable Development Goals lay with national Governments, the United Nations development system should focus on activities where its added value was highest and demand-driven.

50. The next cycle of the quadrennial comprehensive policy review was an opportunity to adapt the United Nations development system to a new global reality. That might require revolutionary change. Swift and decisive action would be required to achieve the Sustainable Development Goals within the agreed timeframe.

51. **Ms. Natividad** (Observer for the Philippines) said that the challenge in 2016 would be to implement the numerous landmark agreements reached in 2015. Doing so would involve parallel and overlapping processes and a re-examination by all stakeholders of their roles in the new landscape. The overarching goal was the eradication of poverty in all its forms. The United Nations development system and its funds and programmes should therefore incorporate that goal into their realignment processes and address the special challenges faced by middle-income countries, where most of the world's poor lived. It was also important to expand the donor base for the development system and to strengthen South-South cooperation. Middle-income countries could become donors or increase their contributions and it was in their interest to ensure that more funds were devoted to core rather than non-core resources. The Philippines and its United Nations country team had signed a code of conduct on "Delivering as one" in response to her Government's request for greater United Nations coherence and reform. The UNDAF had been aligned with the Philippine Development Plan and would expire in 2018. By then the 2030 Agenda should be integrated into more joint implementation plans and aligned with country mechanisms.

52. **Ms. Adhikari** (Observer for Nepal) said that her Government had drawn up a preliminary national report on the Sustainable Development Goals for the period from 2016 to 2030. The implementation of that agenda would require cooperation with development partners including the United Nations system, with predictable means of implementation. Core funding of the United Nations continued to be the basis for development in least developed countries. Her country was concerned over the decrease in core funding and feared that it would hinder graduation from least developed country status by 2022.

53. Non-core funding from the United Nations system in the area of humanitarian assistance needed a more integrated and balanced approach. Disaster-related development activities should be guided by a holistic approach with coordination between United Nations entities and other stakeholders. The principle of "Delivering as one" supported country ownership and honoured diversity and interconnectedness with multiple interfaces and different social, economic and development contexts. Her Government highly valued the UNDAF and its alignment with the national development framework, as well as the resolutions on system-wide coherence and a monitoring and reporting mechanism for the implementation of the 2030 Agenda. The resident coordinator system also needed to be revamped in order to ensure geographical and gender balances.

54. **Ms. Luo** Jin (China) said that the 2030 Agenda had charted the course for global development cooperation and set higher standards for the endeavours of Member States. Poverty eradication was the primary goal of sustainable development. Accordingly, the main tasks for the United Nations were to provide support for the poor, health care, education and other activities that impacted the lives of people; prepare for natural disasters; and tackle climate change in developing countries. It would thereby balance the economic, social and environmental dimensions of sustainable development.

55. The recent decline in financing for development should be reversed. The imbalance between core and non-core resources had impeded the work of the United Nations development system. Developing countries should fulfil their official development assistance commitments and provide more assistance to the least developed countries. All countries should also explore ways to increase their contributions; make the use of non-core resources more flexible; and improve financing for development at the United Nations. Financing for development should take into consideration the different levels of development, and national conditions and development priorities. Governments should integrate the Sustainable Development Goals into their national development strategies and set priorities at the central Government level. Local authorities, national institutions and social organizations should all work in synergy.

56. The United Nations system should ensure better cooperation in programme countries. Local teams and country teams should coordinate policies, compensate for each other's comparative disadvantages, promote joint procurement, and reduce costs. Regional offices should focus on the common challenges, such as natural disasters and climate change. In China, the United Nations Development Programme had worked closely with the Chinese Government, which would continue to promote innovation and green and sustainable development, and implement the 2030 Agenda in line with China's national conditions and the thirty-fifth five-year strategy. It would seek to balance the social, economic and environmental dimensions of sustainable development while assisting developing countries with adaptation to climate change. The United Nations should also provide better support to the United Nations Office for South-South Cooperation.

57. **Mr. Munir** (Pakistan) said that the United Nations development system was a trusted partner and should be further strengthened. However, it should also be readjusted in order to implement the 2030 Agenda. Traditional development cooperation methodologies would not work and the range of issues covered by the universal Sustainable Development Goals required a recalibration of the United Nations development system. The differing needs of developing countries required differentiated responses. The United Nations development system should therefore take into account the special circumstances, inter alia, of least developed countries, landlocked developing countries and small island developing States. Similarly, poverty eradication and the development challenges of middle-income countries required tailored responses from the United Nations system in line with national priorities and needs. The removal of silos was a key driver behind the 2030 Agenda. That momentum should be maintained in the implementation phase as well, and

Member States should provide guidance to the operational activities of the United Nations development system. The quadrennial comprehensive policy review resolution was an opportunity to make the United Nations fit for purpose and able to address the challenges of 2030 Agenda.

58. The dialogue in the Council on longer-term positioning should take into account institutional and governance challenges, while addressing the issue of the predictability of, and increase in, the financial resources available to the United Nations development system. The willingness to change the "business as usual" approach should include recalibration of the resident coordinator system and the UNDAF. The decline in core funding and the increase in reliance on earmarked non-core funding might undermine the United Nations development system, which thus needed to be recalibrated in response to the 2030 Agenda.

59. The United Nations Office for South-South Cooperation should be strengthened and the recommendations of the High-level Committee on South-South Cooperation should be implemented. the Office should also receive system-wide financial and human resources. At the country level, the United Nations development system should be able to complement national efforts to implement the 2030 Agenda. Poverty eradication and sustained economic growth should remain at the core of that approach. The programmatic activities of the United Nations should be consistent with national programmatic activities and development priorities.

60. The recalibrated system should strengthen national capacities and use national execution mechanisms and local expertise to implement operational activities. The role and accountability of the resident coordinator, including coordination with development stakeholders and civil society, should continue to be under the leadership of the Government.

61. **Mr. Eichen** (Germany) said that there appeared to be a broad consensus that the next quadrennial comprehensive policy review needed to be more ambitious and take into account both the reform needs identified during the dialogue in the Council and the lessons learned from the implementation of the previous review. Reform of the United Nations development system should result in an integrated rather than a merely coherent or coordinated United Nations. In future, the work of the United Nations had to be based on shared visions, strategies and plans at all levels, and provide differentiated answers to requirements in different contexts. Most stakeholders had said that business as usual was no longer an option assuming that the quadrennial comprehensive policy review mandates reflected the way the United Nations was doing business. It would not be sufficient simply to replicate the model of the 2012 review.

62. The resident coordinator system, the UNDAF and the "Delivering as one" approach including the standard operating procedures had helped to improve the coherence of the United Nations at the country level. However, there was still room for improvement. Different policies and agency-specific operations support units persisted and agency-specific accountability systems hampered the harmonization of efforts on the ground. Resident coordinator offices remained understaffed and could carry out their duties only with great difficulty. There were limits to what could be achieved by an approach focusing primarily on the operational aspect. United Nations entities carried out many development activities anchored in normative mandates, but there also appeared to be limits to a detailed bottom-up approach focusing on the country level to address systemic challenges. Vertical accountability and fragmented structures at Headquarters level were hardly conducive to achieving horizontally integrated structures at the country level.

63. This wide spectrum of mandates in the 2012 quadrennial comprehensive policy review had made it highly complex and the focus on functional and systemic issues had been lost. It had also increased redundancies with other General Assembly resolutions. Furthermore, the current quadrennial comprehensive policy review approach was very detailed and accompanied by burdensome reporting and monitoring structures. As a result, Government institutions at all levels had to micromanage and were at risk of being less able to focus on political and strategic guidance and oversight.

64. The dialogue in the Council had reflected key building blocks of the United Nations development system which would be fit for purpose. Fundamental adjustments would be needed to address all vital areas of the system. The second phase of the dialogue should result in the formulation of proposals in six systemic focus areas. *Germany trusted in the important role of* the newly established Independent Team of Advisors,

which could offer a vision for the United Nations development system in the new development context and help Member States to develop realistic proposals to be taken up by the quadrennial comprehensive policy review negotiations. The time was ripe to define the expectations, functions and role of the review in the broader context. Firstly, the 2016 quadrennial comprehensive policy review should no longer be restricted to operational aspects. It should not be too detailed and it should focus on systemic and strategic aspects. Furthermore, there should be no discussion of the normative guidance provided by the 2030 Agenda. Secondly, the review should be the most important reform instrument of the United Nations development system and provide strategic guidance. It needed to overcome the challenges of the system which had not been the result of a coherent blueprint but an organization that still needed to be transformed into an integrated system. Thirdly, the quadrennial comprehensive policy review needed to reflect the structure and scope of the Economic and Social Council dialogue. It should address six dimensions, namely, functions, governance, funding, organizational arrangements, capacity, impact and partnership.

65. A common understanding of the reform needs to be addressed by the 2016 review, and of further reforms that could only be initiated in 2016 or addressed in other contexts, was needed. There was a shared understanding that the 2030 Agenda and a changed development landscape was an opportunity but also a challenge. It was important, therefore, to capitalize on the momentum and not to miss the opportunity to leave no one behind.

66. **Mr. Zamora Rivas** (El Salvador) said that several landmark international agreements had been achieved in 2015, including the 2030 Agenda, the Addis Ababa Action Agenda and the Paris Agreement, which signalled an important step forward for development. As the United Nations development system would play a crucial role in implementing those agreements, it was more necessary than ever to reform the development system. and address the reform of the Security Council, as well as the classification of nations into high, middle and low-income countries. In that regard, his delegation supported the revitalization of the General Assembly as the most universal and democratic body to promote broad coherence and effectiveness of the United Nations system, its agencies and mechanisms.

67. The United Nations must overcome the existing contradiction between its declaration of democratic equality between all Member States and its legal, internal practice of exclusion and division, with some Member States receiving first-class privileges and others being treated as second-class citizens.

68. Per capita income classification of countries was not a highly scientific measurement. It was disappointing that after the United Nations Development Programme (UNDP) had invested significant time and money to develop the Human Development Index, that much more realistic index had been abandoned in favour of a one-indicator index. Per capita income classification was used to exclude and not to integrate. If the middle-income classification were to be used appropriately, a specific programme should be established for middle-income countries that went beyond the current exclusionary attitude with regard to development tools and financing.

69. The Sustainable Development Goals were interdependent and no one Goal should take precedence over another. The same principle should apply to the universality of the United Nations system.

70. Operational activities for development should be further strengthened and expanded, in particular to help developing countries build capacity to achieve the 2030 Agenda. Such activities must take into account the specific realities and levels of social and economic development in developing countries.

71. The "Delivering as one" approach helped to increase the coherence, relevancy, effectiveness and efficiency of the United Nations development system, including in El Salvador. The implementation of the approach must take into account the realities and needs of each country, as there was no one-size-fits-all approach to development.

72. As core resources were the cornerstone of operational activities for development, it was worrying that the percentage of core resources allocated to operational activities for development had decreased relative to other funding sources. It was crucial to strength coordination and coherence at the country level to improve the use of core resources, taking into account the experience of United Nations funds and programmes and specialized agencies.

73. ***Mr. Zinsou*** *(Benin) said that his delegation* viewed the longer-term positioning of the United

Nations development system as coinciding with the time frame established by the 2030 Agenda. The universal nature of the Agenda required a clear understanding of how the funds, programmes and agencies of the United Nations should operate to maximize their impact. Universality went hand-in-hand with differentiated support according to the needs of each country.

74. The crucial importance of national ownership of the development agenda came into play most prominently with regard to domestic resource mobilization. The United Nations development system must help all countries to adopt appropriate national strategies to realize the Sustainable Development Goals and redefine national priorities to effectively use national resources. As the goal of the 2030 Agenda was to leave no one behind, the distribution of national revenue must be more inclusive.

75. The countries where inequality was greatest were also those which needed the most institutional reform in order to fully integrate the Sustainable Development Goals. The fact that the large majority of the world's poor lived in middle-income countries was not as important as one might think. Official development assistance (ODA), which was necessary for implementing the 2030 Agenda, should be distributed according to countries' capacity for domestic resource mobilization and go where it was most needed for catalytic change. The poorest countries were those that most needed ODA to support the implementation of the Sustainable Development Goals, address catalytic gaps and overcome obstacles to capital market access.

76. Instead of pushing countries to compete with each other for resources, the United Nations development system should encourage South-South and triangular cooperation. Agencies should also institutionalize and rationalize South-North cooperation, addressing the issues of illicit financial flows and the brain drain, in order to achieve balance.

Closing of the segment

77. **The President** said that the current segment had been highly successful by every measure and much common ground had been revealed. The broader environment in which the Organization operated had changed with the adoption of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement under the United Nations Framework Convention on Climate Change. The scope and significance of the 2030 Agenda were unprecedented and universal. Existing mechanisms such as the resident coordinator system needed to be strengthened in order to fully implement the system-wide "Delivering as one" approach. It was also clear that none of the efforts at country level would be realized with support at the Headquarters level.

78. The United Nations system must transcend the humanitarian, development and peace-building divides with demand-driven outcomes. That would require predictable multi-year financing and investment in prevention and resilience. Instead of delivering aid, it was necessary to end the need for aid. Furthermore, the United Nations development system needed to adopt a flexible and cost-effective organizational presence in programme countries; facilitate South-South and triangular cooperation, knowledge-sharing and technology transfers; and apply agreed norms and standards. Greater inter-agency coordination was needed, especially in the areas of data, statistics, monitoring and review. Common platforms, pooled funding and cooperation with other intergovernmental organizations would help address common challenges and catalyse action at the national level, possibly through UNDAFs or similar frameworks. Joint business centres should also be established where appropriate.

79. No country or United Nations entity could achieve the Sustainable Development Goals in isolation. Multi-stakeholder partnerships guided by United Nations values and standards, with adequate oversight and transparency, were essential. Funding was a key challenge. The current funding architecture was heavily based on supply-driven demand and favoured earmarked resources over pooled funding, hence the competition and fragmentation within the United Nations development system. Shifting funding practices required "desiloization", as one participant had put it. During the ongoing dialogue in the Council and further intergovernmental deliberations in the quadrennial comprehensive policy review, Member States would have the opportunity to adapt the practices, organizational arrangements and partnership approaches of the United Nations development system to the requirements of the 2030 Agenda.

The meeting rose at 5 p.m.